



**NCDOT LMDA**

**NMA Chapter #618**

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# Management Insight

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## From the Board

Welcome to the start of the 2011-2012 year!

In this new year, LMDA will continue to help its members in developing positive leadership qualities. To that end, the new Executive Board members are excited to have the opportunity to continue to help LMDA members enhance their leadership skills through personal growth and development.

Our goals for the 2011-2012 year are focused on expanding our knowledge of the transitions that are taking place throughout NCDOT and other State agencies. By attending the monthly Lunch & Learn sessions, you will be challenged to step outside your comfort zone to learn more about developing the leader in you, as we focus on professional skills, personal growth, financial awareness, and awakening the more spirited, healthy you.

Look for announcements soon about the upcoming Membership Reception (to be held in August), where we'll announce the exciting Lunch & Learn programs for the year as well as other opportunities for leadership development. Current members should already have received reminders about renewing their membership for 2011-2012, but if you're not already a member, now is an excellent time to join! If you'd like to know more about LMDA, feel free to contact any of the officers listed on page 6 of this newsletter, or email us at [lmda@ncdot.gov](mailto:lmda@ncdot.gov).

The LMDA Executive Board will continue to look for ways to provide its members with training and networking opportunities that fit with today's economy. Join us as we continue to "Learn, Grow, and Lead!"

### Congratulations to our 2011-2012 Executive Board Officers:

President: Linda Fuller  
Vice-President: Mike Reese  
Secretary: Cynthia Squires  
Treasurer: Lisa Feller

A list of the 2011-2012 Committee Chairs, as well as contact information for the entire LMDA Board, is included on page 6. The board is looking forward to another great year!

Also, we would like to extend our heartfelt congratulations to Marie Sutton and our previous Executive Board for a job well done! Thank you for all of your hard work!

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# Activities Bulletin Board



- **Food Drive to benefit Food Bank of Central and Eastern NC**

As a reminder, LMDA's annual Food Drive to benefit the Food Bank of Central and Eastern NC will last until **Friday, July 29**. LMDA will accept food or monetary donations at Raleigh, Durham, and Division 4 NCDOT offices; monetary donations can also be made at:

[http://www.foodbankcenc.org/site/PageServer?pagename=VFD\\_LMDA](http://www.foodbankcenc.org/site/PageServer?pagename=VFD_LMDA)

So far, LMDA has donated 161 pounds of food- a great start, but we have a goal to reach 1000 pounds of food by July 29! Help us get there by making your donation today!

**Collection boxes are located near the offices of:**

Marie Sutton and Linda Fuller (Highway Building)

Melvena Sams and Robert Hines (Raney Building)

Patsy Stephenson, Jimmy Travis, Demorris Hukins (Century Center)

Jihad Shawwa (Beryl Road)

Mike Reese (Greenfield Parkway)

Adrian Atkinson (Division 5 Office-Durham)

Sandy Tharrington (Division 4 Office- Wilson) **NEW**

- **Thanks to Our Volunteers!**

Thanks to all those who volunteered with LMDA at the UNC-TV Race to the Finish, the Susan G. Komen Race for the Cure, and the Habitat for Humanity events in June! If you have any ideas for community service for 2011-2012, please let us know!

## CALENDAR

2011		Event	Time	Location	Contact
July	14	<b>LMDA Board Meeting</b>	12-1pm	TBA	Any Board Member
	29	<b>Community Service: Food Drive Ends</b>		Raleigh-area NCDOT offices	Mike Reese
August	11	<b>LMDA Board Meeting</b>	12-1pm	TBA	Any Board Member
	18	<b>Lunch and Learn: Membership Reception</b>	12-1pm	TBA	Linda Fuller

# Finding Purpose in What We Do

By: Elizabeth Neely, Governance Office

Do you ever wonder if what you do makes a difference? Sure, we keep busy. We process 'abc' form, or write 'xyz' report. But what impact does the work we do actually have on our customers? (Do we even know who our customers are?) How does what we do fit into the overall mission of the organization?

There was an interesting article in a past issue of **Governing** magazine about creating a "line of sight" for employees so they can see the connection between their everyday work and something larger: a satisfied customer, a safer community, or a cleaner environment. The article asserts that in our huge bureaucracies, it's difficult if not impossible for many employees to connect their work to the ultimate mission. They're too busy and too far from the individual or community to see how their work actually adds value.

However, creating a line of sight is one of the most powerful leadership tools there is. How do we do it? There are several ways. Here are a few:

- **Put a human face on the mission.** Maybe processing an 'abc' form keeps drunk drivers off the road. If so, consider arranging a visit from a trooper and MADD leader to explain why this is important. Maybe writing 'xyz' report results in additional funding for an important transit system. If so, consider riding the bus with customers to learn why this service is important to them.
- **Offer short-term rotations.** When employees work in other units that interact with their own unit, it helps them connect the dots.
- **Experience the organization as a customer.** Visit your local DMV or rest area, or drive on roads after a snowstorm. Doing so may give us a different perspective.
- **Ensure that training sessions include people from multiple units.** Inevitably, people leave such sessions aware that they share many of the same issues that others have. As we all know, some of the best training moments occur outside the formal sessions, when individuals learn who to contact in other units for various needs.
- **Flow chart important work processes.** This should be done with people from every unit that works on the process. It highlights redundancies, delays and opportunities for improvement. Flow charting helps staff see their unit's connection to the larger picture.
- **"Get up on the balcony."** The term is from the book, *Leadership on the Line* and suggests that we sometimes need to remove ourselves from the "dance floor," where daily operations take place, and get up on the balcony to see how the pieces fit together, or don't. "Balcony" moments can include a meetings with senior managers to learn their perspectives, interviews with customers or trips to other organizations to learn their processes.

This is simply a starter list. There are many other ways to develop a line of sight. What's most important is that managers appreciate the power of this line of sight.

Source: <http://www.governing.com/columns/mgmt-insights/creating-line-sight.html>

# Work Strategies for Winners

By: Dr. Nido Qubein, *President of High Point University, a business consultant, Chairman of Great Harvest Bread Company, and an author.*

When employees work together as a team, they multiply their effectiveness. A study of high-tech workers in a California laboratory showed that the star performers outperformed their mid-range co-workers by a margin of 8 to 1. When researchers looked for the reasons, they found that the star performers were more adept at working with others. They identified nine work strategies that paid off for these knowledge workers. They can work equally well for you. Here are the strategies:

**Give more than you have to.** The people who get ahead are the people who are willing to reach out for additional responsibility. They perform beyond their job descriptions, volunteering for additional activities and promoting new ideas.

**Exchange knowledge with fellow workers.** In today's competitive world, nobody knows everything there is to know about the business. We have to share our knowledge and expertise with others. Just as importantly, we have to be able to tap the expertise of the people we work with. The researchers discovered an interesting difference between the top producers and the middle performers at the California lab. The top producers established relationships with their fellow workers before they needed the expertise. Then, when they needed help, they knew whom to call. Their co-workers were willing to share what they knew, because they knew the favor would be returned. The middle performers waited until they needed the expertise before they went looking for it. This cost them time, because they had to earn the trust of their fellow workers before they could benefit from the expertise.

**Learn to manage yourself.** Productive business people don't need a manager looking over their shoulders every moment of the day. They know what needs to be done, and they do it without being told. They regulate their own work commitments, manage their own time, monitor their performance levels, and take responsibility for their own career growth.

**Be a team player.** The most valuable people in any organization are team players who look for ways to coordinate their efforts with the efforts of others. When they're working with a group, they shoulder their share of the responsibility for the group effort. They work to achieve the goals of the group, and are willing to exert their efforts where they do the most to advance toward those goals.

**Be a leader.** No one can make you a leader by bestowing a title on you. Some of the most effective leaders have no titles as such. They are leaders simply because people are willing to follow them. They are good at helping their groups achieve consensus on common goals and at developing plans for achieving these goals.

*(continued on page 5)*

**Winners, cont.** (from page 4)

**Be a follower.** There's a difference between a follower and an underling. Followers look for ways to help their leaders achieve their objectives. Underlings wait for their leaders to give them specific orders and instructions. Followers think for themselves, but share their thinking with the group. Underlings would rather let someone else do the thinking.

**Get perspective.** People who have perspective see the big picture. They understand how their jobs relate to their company's overall mission. They also look at their work from the standpoint of others. Put yourself in the shoes of a customer with a quality problem. Staffers can put themselves in the shoes of managers and managers can see things the way staffers see them. This doesn't mean that you have to agree with everything the other person says; it just means that you are capable of understanding things from others' perspectives.

**Be a communicator.** Successful business people are able to present their ideas clearly and forcefully, either orally or in writing. They don't keep information and ideas to themselves, but generously share them with their co-workers.

**Know the organization.** Every organization has its competing interests. Successful people understand these interests. They know that what might be ideal for their department might be counterproductive for the organization as a whole. They cooperate for the greater good, do their part to resolve conflicts, and concentrate on getting things done.

Middle performers as well as top performers tended to follow these strategies. But they differed in the way they ranked them in importance, and they differed in the way they defined certain qualities. The top performers were more interested in the strategies that stress performance. The middle performers placed greater importance on strategies that impressed management. To middle performers, taking the initiative meant doing the ordinary things without being asked. To top performers, initiative meant doing the extraordinary -- and helping their fellow workers to achieve the extraordinary. Extraordinary performers who hog the limelight are likely to inspire jealousy and contention instead of admiration. The truly great superstars are those who are willing to share the glory with their teammates.

Henry Aaron, major-league baseball's all-time home-run leader, was an accomplished team player. He once said that if he came to bat in the ninth inning and his team had an eight-run lead, he'd go for the home run. If he came to bat with the bases empty, two outs, and his team in desperate need of a score, he would also aim for the fences. But with the crucial run in scoring position and one man out, he would go for percentages, knowing that he was far more likely to score the runner with a controlled swing that resulted in a ground-ball single than with a powerful swing that could end in a strike-out or a pop fly.

Michael Jordan, the great National Basketball Association superstar, showed his team spirit in the 1992 NBA playoffs when, after a stunning individual performance in which his team lost, he began feeding the ball to his teammates. Jordan's personal score fell considerably, but his team won.

This principle applies in your work as well. When the people in any organization compete with one another for glory, no one wins. When they cooperate internally, the entire organization wins.

**Source:** *HOT LINKS* monthly electronic newsletter from the Office of Professional Development at NC State University

## 2011-2012 Officers



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## NMA Code of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability
- I will assume that all individuals want to do their best
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste
- I will keep informed on the latest developments in techniques, equipment, and processes
- I will recommend or initiate methods to increase productivity and efficiency
- I will support efforts to strengthen the management profession through training and education
- I will help my associates reach personal and professional fulfillment
- I will earn and carefully guard my reputation for good moral character and good citizenship
- I will promote the principles of our Free Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future
- I will recognize that leadership is a call to service



Want to know what's going on with LMDA at any time? Then check out **LMDA** on **Outlook!** We have our own Outlook calendar, and it's updated with all upcoming committee meetings, Lunch & Learns, community service events, and other items we think our members might enjoy. To find us, search for "**Service Account- Leadership & Management Development Assn.**" on your NCDOT Outlook calendar.

Have a leadership opportunity or community service event you'd like us to include on the calendar? Just email us at **lmda@ncdot.gov**, and we'll post your event.